



The IFM Open Door

Volume 1

The IFM Journey Edition

December 2013

IFM Community

...

Welcome to the first volume of The IFM Open Door newsletter.

The purpose of this newsletter is to help build a sense of community within each region and across the Commonwealth.

The goal is to provide you with on-going, clear communications about IFM, as well as an opportunity to voice your feedback to us!

You are encouraged to contact the IFM Regional Director or visit www.mass.gov/dcamm/ to get more detailed information or to get updates on the key milestones achieved through IFM.

We welcome your feedback on these newsletters so that we can include the content you find most valuable. Please email your suggestions or questions to your Regional Director (listed on last page) or info.dcamm@state.ma.us.

Executive Order 543, “Implementing Integrated Facilities Management in the Commonwealth”, was signed by Governor Patrick on July 24, 2012. EO 543 builds on the Patrick

Administration’s commitment to change the way government does business, as the Commonwealth is taking steps to better manage and maintain facilities. The Integrated Facilities Management (IFM) initiative improves the management of state-owned facilities using a collaborative, shared services model.

Historically, the management and maintenance of facilities has been agency-based and location-driven, resulting in operational silos with limited standardization and sharing of resources. Going forward, IFM will move the Commonwealth toward a more unified and customer focused facilities management capability. Through this new regionalized, shared services approach to facilities management, state facilities will be able to operate in a way that meets high standards of safety, security, and accessibility for users and employees. In order to be successful, your support and input from across the Commonwealth is needed.

“Through IFM, state facilities will operate in a way that meets high standards of safety, security, and accessibility for users and employees.”



Pictured: The IFM Steering Committee in session, see page 2.

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IFM Decision Making

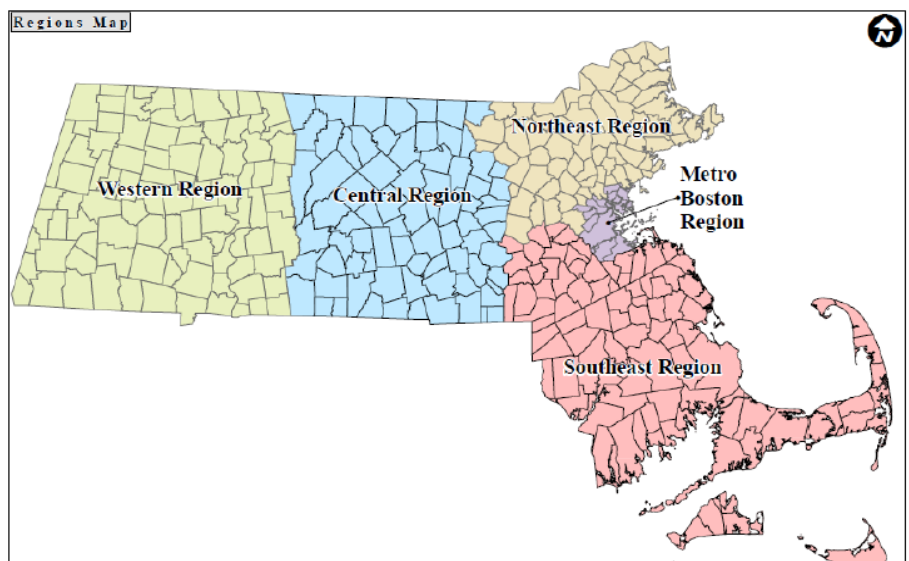
Executive Order 543 provided the directive for DCAMM to begin implementing Integrated Facilities Management in the Commonwealth. In addition, the order authorized the Commissioner of DCAMM to begin discussions with Secretariats of the Executive Branch and advance on IFM goals. Among the many important advances made through IFM, is the creation of a collaborative decision making framework. Through this governance framework, the IFM Steering Committee, which was established comprised of multiple agencies (over 20) that are represented by senior level executives. This inclusive decision process encourages consensus and requires that all strategic level IFM decisions must receive the approval of the IFM Steering Committee by a 2/3 majority. This very clearly demonstrates that customer participation and buy in are necessary for a major decision to move forward. Recently, this body unanimously approved eleven policy briefs. These policies were developed by a subcommittee of agency CFOs through a six month consensus-driven process and will be used to govern the future chargeback methodology for IFM.

Having already made major decisions since its establishment in May 2013, the IFM Steering Committee will continue working together in the best interest of the Commonwealth, staying involved in policies and improvements in the area of:

- Customer-focused, standardized service levels
- Prioritized deferred maintenance budgets
- Identified Cost Savings – Shared services through regional staffing, bulk procurement, contract consolidation and renegotiations have already yielded savings within the DCAMM portfolio to be repurposed to support increased service levels and standards
- Ongoing integration of property into the program
- Asset Lifecycle -- centralized portfolio view of real estate, fully integrated planning, design, leasing, construction and facility operations
- Governance – ongoing structured governance decision making body to build collaboration with key stakeholders
- Creation of a Regional Operating model that shares resources and keeps decisions local

What's Going on Around the Regions?

Establishing the Regional Operating Model allows the Commonwealth to manage IFM in a standardized and cost efficient way. The following regions have been formed: Metro Boston, Central, Western, Southeast, and Northeast. The IFM Regional Model was based on similar regional models in the State Police and Health and Human Services. Like the IFM Steering Committee, the Regional Model is also inclusive. It is comprised of agency customers, facilities staff and is led by the regional directors. These groups work together to identify and escalate matters to the IFM Steering Committee for review and resolution.



The IFM vision is to provide customer-focused, high quality, and cost effective facilities management services.

What's Going on Around the Regions? (cont.)

Through this regional structure, IFM can deliver better services and reduce overall costs that come along with managing and maintaining facilities. As more properties are integrated under IFM, each of the five regions will undergo various changes and have stories to tell.



Western Region. We would like to welcome our new Facility Manager, RaeAnn Frenette (pictured left with Commissioner Cornelison), to the Springfield Data Center. Also, in November, DCAMM hosted the semi-annual Massachusetts Facilities Manager's Association (MAFMA) meeting at the Fire Academy in Stow where Thomas Mazzeo (pictured right with team, second from left) from the Berkshire County Sheriff's Office was acknowledged by receiving the 2013 MAFMA Facility Manager of the Year Award. Congratulations Thomas Mazzeo!



Metro Boston Region. In October 2013, DCAMM assumed the facility management activities at the Massachusetts Information Technology Center (MITC) in Chelsea. Jeff Dill, pictured right, has been hired as the Facility Manager. DCAMM is implementing a variety of improvements such as security enhancements, space utilization enhancements, energy conservation measures and Uninterrupted Power Supply (UPS) upgrade

What's Going on Around the Regions? (cont.)



Southeast Region. DCAMM is working with the Chief Medical Examiner's Office to integrate their Sandwich Facility into the IFM Partnership which is expected to occur early in 2014.

Central Region. In an effort to manage the vegetative growth around the surplus buildings at the Westborough Campus, CR contracted with a goat herder to supply livestock to eat the brush behind the security fences in the areas deemed hazardous to people. At a cost of \$10 per day per animal, we were able to deploy goats and sheep to the target areas for approximately one month. The results were extremely effective. The goats were able to clean at least one acre of land in a month with no injuries to animals or people, no damage to buildings, and no fuel expenses or carbon emissions were generated, making this effort completely renewable and sustainable.



Northeast Region. The Wall building facility now includes numerous sustainable features such as solar panels, rain-water reclamation, and natural day lighting. Continued steps are taken to ensure that this facility is meeting the high performance standards established by LEED (Leadership in Energy and Environmental Design) Platinum. For example, to address an identified water quality issue, a filtration system will be installed to upgrade the performance of the equipment. OFMM staff work closely with the DEP lab staff to address the building management and maintenance needs for this highly sustainable state asset.

Feature of the Month: Meet OFMM New Deputy Commissioner, Ken Lortie

This month, we sat down with Ken Lortie, the new Deputy Commissioner, Office of Facilities Management and Maintenance - OFMM, to learn more about his past experiences and why he's so passionate about the IFM initiative. Prior to joining DCAMM, Ken served as the Director of Engineering and Facilities Management for eight and a half years at DMH. Read below to learn more about Ken and his vision for the future of IFM.



What about your professional history do you think best prepares you for your role as Deputy Commissioner of DCAMM?

- *"I've had experience overseeing multiple facilities state-wide and integrating maintenance staff into a consolidated structure, and I've built relationships with various agencies and staff. Essentially, I have experience in initiatives like IFM, just on a smaller scope—I know the value and economies of scale."*

How has your perception of IFM changed since joining DCAMM?

- *"I learned that the actual integration of a building or agency is far more complicated than one would think. From the outside it looks simple, but once you get into the actual integration, for example drafting service level agreements, the level of detail is more involved than you realize."*

In your opinion, what three things will make IFM the most successful?

- *"I would say the single biggest thing is our Steering Committee. That decision-making body brings integrity to IFM and has multiple agency representation. Next would be transparency. Being open and clear about how decisions are being made builds trust. Finally, I think enhanced communication will increase our chance for success. Agencies should know we are not making arbitrary decisions. We are trying to do what's best for the agency. They need to know that if what we do bring efficiencies and better delivery of services, everyone wins!"*

In your opinion, what is the greatest benefit IFM will provide to the Commonwealth?

- *"Financial benefits and improving our facilities. Through IFM, we will achieve a higher level of preventative maintenance. It will increase the life expectancy of the equipment which will ultimately cost less than major maintenance issues. If we spend a little every month in maintenance, it'll save everyone a ton of money in the long haul. This will also allow agencies to focus on their actual mission and better serve their clients."*

What message would you give to your peers in other agencies that are considering integration of facilities under IFM?

- *"Really listen and consider the IFM proposal. Don't be reactive, just talk to us and ask questions. Come into this with your eyes open. Discuss your fears with DCAMM ahead of time. Our goal is to create an IFM that works for you—we want to know your special considerations."*

What is one thing people would be surprised to know about you?

- *"I've been a working musician for over 30 years: guitar, mandolin, and bass— anything with strings. And I play a pretty good blues harmonica too!"*

Is there anything else you would like the Commonwealth to know?

- *"I'm just really grateful for the opportunity to participate in this initiative and work with DCAMM. It's inspiring to see this level of commitment on a day-to-day basis. I'm looking forward to the work and I really believe I can add value to the agency."*

Metro Boston Spotlight Integration: State Transportation Building

On July 1, 2012, DCAMM assumed direct management of the State Transportation Building (STB). Through insourcing, regional deployment of staff, procurement economies, and enhanced customer outreach and engagement, DCAMM has improved service delivery while significantly reducing costs.

Six months prior to the go-live date, DCAMM's Office of Facilities Management and Maintenance (OFMM) led IFM Facility Transition Team began working with our customers to ensure a smooth transition. These customers include agency occupants, retail tenants, management, and new and existing employees (The IFM Facility Transition Team is comprised of members of every business unit in DCAMM).

The IFM Facility Transition Team met weekly to discuss new changes and assign tasks to team members. Coordinators were then asked to engage in job shadowing prior to July 1st and collectively, the IFM Facility Transition Team did a walk-through of the STB. This walk-through allowed each team member to ensure the building complied with the Facilities Operations Maintenance Plan (FOMP), a conditions assessment.

After the facility walk-through, various templates and forms were created and handed over to the

new Facilities Manager to assist in the transition. Throughout this process, OFMM started several key practices that we believe will help us best serve our customers going forward. We are also using these practices throughout the Metro Boston Region and in other IFM Regions as well.

Since July 1st, the STB has sustained a smooth and successful transition through ongoing capital improvements, strengthened communication with occupants, and new projects based upon the assessment and needs identified by occupants. As an example, we immediately enhanced security procedures and invested nearly \$200,000 to upgrade building security equipment.

Instead of relying on an existing network of subcontractors for scheduled maintenance and emergency work, the STB now has two dedicated electricians and receives additional support from Metro Boston Regional staff: three electricians, a building maintenance supervisor, and an institutional maintenance foreman. Insourcing these services has reduced annual maintenance and repair expenses by \$619,000. Through general insourcing, including the creation of full time jobs, and the consolidation of janitorial service contracts, STB has improved services and security standards while still saving \$273,000 annually.



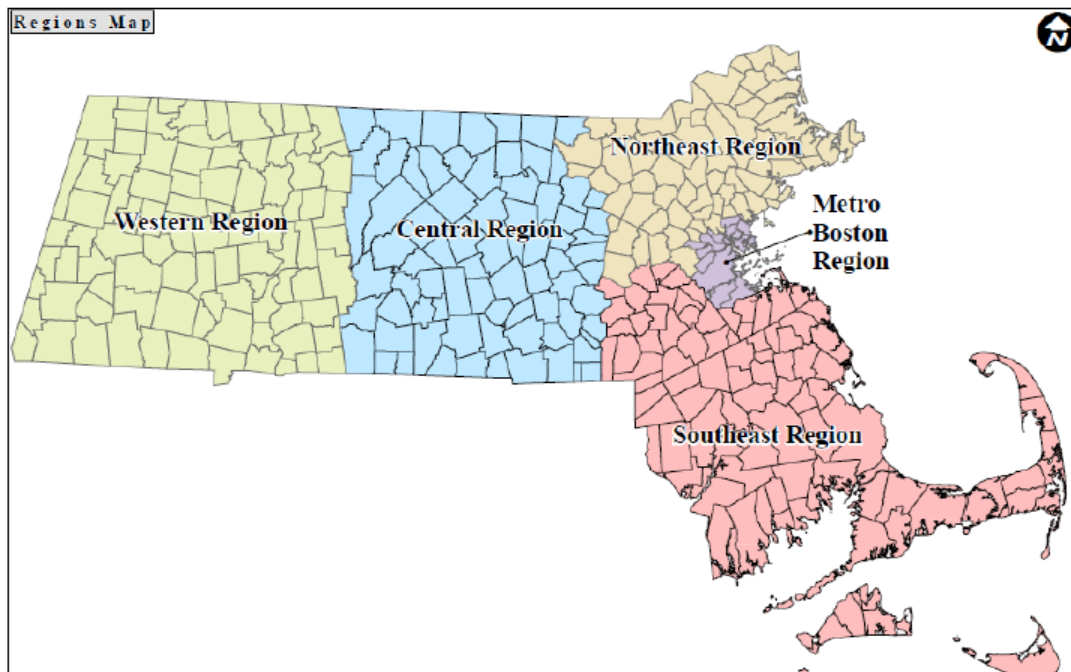
Metro Boston Spotlight Integration (cont.)

We reviewed the energy and utilities status with buildings transitioned under IFM. Utilities contract renegotiation for STB has generated an additional \$78,000 in savings. *(We negotiated these same steam contract terms in another Metro Boston Region facility which resulted in an \$880,000 per year savings at the Edward J. Sullivan Courthouse.)*

All of our IFM enhancements have made it possible to invest nearly \$200,000 to upgrade building security equipment while still realizing a total annual savings of \$736,956. The IFM Facility Transition Team has been applying and building upon best practices launched at STB as other facilities are integrated into the DCAMM portfolio. In addition, we continue to evaluate current STB management and capture key learning points to share throughout IFM. DCAMM is confident that integrations such as these will pave the way for future transitions as we continue to build sustained relationships with all occupants.

Integrations Underway

As of December 2013, DCAMM has integrated approximately 5.7M square feet (SF) across the five IFM Regions. A minimum of 11.8M SF is projected to be integrated into DCAMM's portfolio by FY17 as shown in the graphic below.



Western Region

- 516k SF
- 18 Facilities
- AGR, ITD, State Police, DMH, EOPPS, DFS, DCAMM

Central Region

- 4.43M SF
- 21 Facilities
- DMH, DDS, Nat'l Guard, DFW, DCAMM, State Police, DCP, EOHHS

Metro Boston

- 4.1M SF
- 18 Facilities
- DCAMM, DMH, DPH, State Police, EOPPS, CME

Southeast Region

- 1.1M SF
- 19 Facilities
- EOPPS, DMH, State Police, DCP, DDS, DYS, CME

Northeast Region

- 1.7M SF
- 16 Facilities
- DCP, DDS, DYS, DEP, DMH, UMass, State Police, UMM

FAQs

We will publish FAQs in each newsletter. If you have questions about IFM for **The IFM Open Door**, submit them by forwarding them to your manager and/or Regional Director or directly to info.dcammm@state.ma.us for consideration. We will respond to your question whether or not it is published.

When will IFM be complete?

- Initial phases of IFM will be complete by FY2018, however, IFM is ongoing. DCAMM anticipates continuous active enforcement of Universal Standards, the use of CAMIS, preventative maintenance, and high quality customer service and asset management across the portfolio.

When is IFM going to happen to my facility?

- An integration opportunities list was included in the IFM Blueprint. Regional Directors have the most current proposed schedule for active integrations in their respective areas.

Is DCAMM going to fix everything in my building when they take over management?

- A facility condition assessment will be performed and health and safety issues will be a funding priority along with preventative maintenance. Many years of facility neglect will not be resolved immediately, but will take time and careful financial planning.

Quick Facts About The Commonwealth Properties...

- | | |
|-------------------------------|--------------------------------|
| ■ 80M Gross Square Feet | ■ 276 Campuses |
| ■ 13,000+ Real Estate Parcels | ■ \$1B Minimum Estimated Spend |
| ■ 6,300+ Structures | ■ 550+ Active Leases |

*We are your customer-focused, service-oriented facilities management and real estate team.
Should you have questions about IFM, please contact us.*

Division of Capital Asset Management and Maintenance

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The IFM vision is to provide customer-focused, high quality, and cost effective facilities management services.